

THE 2020

SUCCESSION MANAGEMENT CONFERENCE

VIRTUAL EVENT
September 16 & 22, 2020



BUILDING A TALENT PIPELINE
FOR A DRAMATICALLY NEW WORLD

www.conferenceboard.org/succession

The 2020 Succession Management Conference will focus on making succession real in today's dramatically new world. Join us as we examine innovative and superior practices along with mindsets necessary to bring authenticity to succession planning and drive real business results!

By attending this event, participants will be able to:

- Learn eight disruptive ways to transform succession management
- Manage an acquisition during a pandemic
- Understand the effects Diversity & inclusion has on succession management
- Identify leadership potential in a new reality
- Start real conversations about talent that connect to real outcomes

Agenda

Day One

Wednesday, September 16, 2020

11:00 – 11:05 am

Welcome, Introductions

Audrey McGuckin, Conference Program Director,
The Conference Board

11:05 – 11:35 am

Reimagining Succession Management Through Co-Creation

At Prudential, the Future of Work (FOW) CoE thought leaders are reinventing workforce transformation and building a future-ready workforce. Wagner will share with participants how they are thinking about leaders for the future and how this is critical to the work of succession management through building future ready leaders and providing career opportunities. He will discuss how skills are viewed as the new currency and the integration of machine learning and artificial intelligence.

Wagner Denuzzo, Head of Capabilities for Future of Work,
Prudential

11:35 am – 12:05 pm

Succession Management in Times of Crisis

From multiple US crises to economic discontent in Europe and election turmoil in Thailand, public attitudes toward elected leaders have never been more negative. But there may be an equally risky situation developing among corporate leadership ranks. According to a recent analysis, only 15 percent of leaders are seen as having what it takes to navigate today's business environment, and more than half are seen as inadequate to the task of leading the organization of the future.

Patrick Gaston, Former Chairman of the Board, **Bed, Bath & Beyond**

12:05 – 12:25 pm

Panel Discussion: Ask the Experts

Moderator:

Audrey McGuckin, Program Director, Human Capital, **The Conference Board**

Panelists:

Patrick Gaston, former Chairman of the Board, **Bed, Bath & Beyond**

Wagner Denuzzo, Head of Capabilities for Future of Work,
Prudential

Break: 12:25 – 12:45 pm

12:45 – 1:10 pm

How Bristol-Myers Squibb Managed an Acquisition and a Pandemic at the Same Time

After last fall's acquisition of Celgene, big pharma company Bristol-Myers Squibb navigated integration of the two companies while responding to the demands of the COVID-19 pandemic. How did they succeed? With a deliberate approach to succession planning that made BMS' supply chain and technical operations leadership the most diverse in the industry.

Chantal Veillon-Berteloot, VP HR - Global Product
Development & Supply, **Bristol-Myers Squibb**

1:10 – 1:35 pm

Career Management and The Realities of Pandemic

In current chaotic realities, the need to focus on careers and succession plans to retain and develop key talent becomes even more critical. It remains a challenge for many organizations to focus on strengths and experiences of employees to prepare for succession and guide planning for business needs. What might need to change given pandemic realities? How can we re-focus on retaining and developing our talent for career growth? How do we align succession strategies – including mobility outside of leadership - to current realities? Discussion and company practices will be shared from ADP.

Amy Lui Abel, PhD, Vice President, Human Capital, **The Conference Board**

Doreen Coles, PHR, Sr. Director, Career Growth &
Development, Global Talent & Performance Acceleration,
ADP

1:35 – 2:00 pm

Working Mothers of the 2020's

Join us for an incredible perspective from Mita Mallick on the challenges that women executives face in the workplace today. For the first time since women began a consistent upward climb in the labor force in the 1970s, women are now suffering

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the repercussions of a system that still treats them unequally. Men are still the primary breadwinners. Women are still the primary low-income workers, the ones whose jobs disappeared when coronavirus spread. Mothers in the 2020's pandemic have reduced their work hours four to five times more than fathers to care for children in a nation that hasn't created a strong caregiving foundation.

Mita has been chronicling her own your parenting journey during this pandemic. She will share deeply personal moments in her journey as well as insights to what organizations can do to support this critical cohort in the succession management process.

Moderator:

Audrey McGuckin, Program Director, Human Capital, **The Conference Board**

Panelist:

Mita Mallick, Head of Diversity and Cross-Cultural Marketing, **Unilever**

Break: 2:00 – 2:20 pm

2:20 – 2:45 pm

Reinventing Succession Management Through A New CEO Lens

With the appointment of new CEO Paul Hudson, Sanofi embarked on a cultural transformation journey that would be grounded in their strategy of 'Play to Win'. This meant a reinvention of the succession management work and a new leadership strategy on how to close the gaps in the talent pipeline that would be needed to realize the strategic ambitions of Sanofi.

In this session, Christine Vaccola will share with us the approach taken and the impact this has had on Sanofi.

Christine Vaccola, Head, Global Leadership Development Curriculum and Transversal skills, **Sanofi**

2:45 – 3:10 pm

Succession Management and Talent Pipeline at CVS Health

CVS Health is a Fortune 5 company offering an array of products and services including retail pharmacy, pharmacy benefit management (PBM) services, and with the \$78 billion acquisition of Aetna in late 2018, health insurance products and services. As part of the Aetna integration efforts and to align to the company's new enterprise priorities they revamped their talent review and succession practices. Jennifer Gima will share with us how they approached this work, as well as the impact the pandemic has on their approach.

Jennifer Gima, Head of Enterprise Succession and Executive Development, **CVS Health**

3:10 – 3:20 pm

Panel Discussion: Ask the Experts

Moderator:

Audrey McGuckin, Program Director, Human Capital, **The Conference Board**

Panelists:

Christine Vaccola, Head, Global Leadership Development Curriculum and Transversal skills, **Sanofi**

Jennifer Gima, Head of Executive Development and Leadership Succession, **CVS**

3:20 – 3:30 pm

Closing Remarks

Audrey McGuckin, Conference Program Director, **The Conference Board**

Day Two

Tuesday, September 22, 2020

11:00 – 11:05 am

Welcome, Introductions

Audrey McGuckin, Conference Program Director, **The Conference Board**

11:05 – 11:35 am

Future of Work: Optimizing the Succession and Talent Pipeline

An extraordinary confluence of powerful forces is transforming both the world of work and the ways we educate current and future employees to contribute productively to the workplace. Automation and digital technologies are profoundly transforming how business is done at every level. The exploding scope and pace of technological innovation in the digital age is fast transforming the fundamental nature of work. Due to these developments, and their rapid pace, the skills and preparation that employers need from their succession and talent pool are shifting. The accelerated pace of evolution and disruption in the competitive business landscape demands that workers not only be technically proficient, but also exceptionally agile in their capacity to think and act creatively and quickly learn new skills. Employee capabilities in leadership, teamwork, and communications are paramount

Dr. Jason Wingard, Dean, **Columbia University School of Professional Studies**

11:35 am – 12:05 pm

Succession Management: Best Practices and Battle Scars

Succession planning is both a fiduciary board responsibility and a vital role of the CHRO and the talent management function. Using lessons learned from real-life applications, this session will focus on the process of succession planning, the human drama that accompanies its implementation, and its implications for the organization, including what works and doesn't from past implementations and strategies that lead to powerful business outcomes.

Key takeaways from the session:

- Anatomy of succession plans and the need to be inclusive: The process, the deliberations and best practices of such plans
- What works and what doesn't from past implementations
- The strategies that provided powerful business outcomes

Raghu Krishnamoorthy, Former Chief Human Resources Officer, **General Electric**

12:05 – 12:25 pm

Fireside Chat: Succession 2020

Moderator:

Audrey McGuckin, Program Director, Human Capital, **The Conference Board**

Panelists:

Dr. Jason Wingard, Dean, **Columbia University School of Professional Studies**

Raghu Krishnamoorthy, Former Chief Human Resources Officer, **General Electric**

Break: 12:25 – 12:45 pm

12:45 – 1:15 pm

FedEx; The Future of Work and the link to Succession Management

In this session, you'll learn about FedEx Custom Critical and its approach to Succession Management from an incredible leader, Ramona Hood. Ramona will share her lessons for career success in her journey from receptionist to first Black president and CEO of a FedEx operating company.

When Ramona achieved her milestone appointment as president and CEO of FedEx Custom Critical, the accomplished executive never fathomed she would lead the division in the throes of a pandemic. FedEx Custom Critical® is a leading provider of specialized transportation services in North America, located in Ohio. The company provides a range of transportation capabilities for expedite ground, temperature-control shipments and industry specific solutions. The company provides 24/7 service throughout the United States and Canada, delivering hundreds of thousands of shipments per year. Custom Critical continues to aid its customers in shipping critical shipments during the pandemic.

"I didn't anticipate incorporating COVID-19 plans into my first 90 days as CEO of FedEx Custom Critical, but I'm thankful for our team members who have risen to the challenge to keep us operating and serving our customers," she says. "This situation has certainly altered my plans, but I think that comes with leading a dynamic company."

Ramona will share some of her unique perspectives along with lessons learned along the way.

Ramona Hood, President and CEO, **FedEx Custom Critical**

1:15pm – 1:30 pm

What Should the Next Generation of Leaders Look Like?

Enabling future leaders is always important but will be critical post-COVID19. A leading researcher shares insight on what skills matter more now than ever before and how those skills can be embedded into organizations.

Nabeel Ahmad, Principal Researcher, Human Capital, **The Conference Board**

1:30pm – 2:00 pm

Panel: Diversity & Inclusion and Its Effect on Succession Management

Today's organizations understand that diverse leadership is more than a mere public relations or morale boost. Executive teams with varied backgrounds, experiences, and styles offer critical advantages to businesses.

But such dynamic teams don't build themselves, particularly in today's high-turnover labor market. Diverse teams are built through intentional and strategic succession planning that identifies and develops top talent to replace key contributors who inevitably depart your company.

Moderator:

Cal Jackson, Head Diversity & Inclusion, **Tech Data Corporation**

Panelists:

Anne Schletty, Leadership Assessment and Development Advisor, **Mayo Clinic**

Tim Vigue, Director Inclusion Strategies, **Pixar**

Bianca Chow, Diversity, Equity and Inclusion Leader, **Fossil**

Vivette Henry, Global Head of Organizational Effectiveness and Inclusion, **AIG**

Break: 2:00 – 2:20 pm

2:20 – 3:20 pm

Understanding Leadership Potential in a New Reality; Is the Future of Leadership Potential Really Different?

Allan Church unpacks the dimensions of potential and argues that the case for how this is different or not in a new reality. He will share how PepsiCo simplified their model to the 'Great 5' to make it more consumable for the organization. He will dive into how they rebuilt and assessment strategy against this model.

Allan Church, SVP Talent Management, **PepsiCo**

3:20 – 3:30 pm

Closing Remarks

Audrey McGuckin, Conference Program Director, **The Conference Board**

For sponsorship opportunities, please contact michael.felden@conferenceboard.org

REGISTRATION INFORMATION

Online www.conferenceboard.org/succession
Email customer.service@conferenceboard.org
Phone 212.339.0345
8:30am –5:30pm ET, Monday – Friday

Pricing:	
Members	Complimentary
Non-Members	\$495